



**Marketing & Regulatory Programs Business Services**

**Employee Services Division  
Training and Development Branch**

**FY 2005 Training Catalog**

**Training and Development Branch - Mission Statement**

"We enhance individual and organizational performance through effective, innovative solutions and competency-based learning and development in support of the APHIS mission"

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# **Section I: Supervisory Training and Development**

Fundamentals of APHIS Human Resource Management (FAHRM).....1.1

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**Program Title:** Fundamentals of APHIS Human Resource Management (FAHRM)—Blended Learning—for Probationary and New Supervisors

**Description:** FAHRM—Blended Learning complies with the U.S. Office of Personnel Management (OPM) competency requirements for supervisors and managers as outlined in OPM’s Leadership Effectiveness Framework (LEF). These FAHRM-Blended Learning courses include 40-hours of classroom instruction, 12-15 hours of web seminars (using the telephone and the internet) and self-study, self-paced learning for a total of approximately 80 hours of development.

**Targeted Audience:** First priority enrollment is for APHIS supervisors in a 12-month probationary period, also referred to as *probationary supervisors*, who are required to attend this course within one year of their appointment as a new supervisor. Second and third priority enrollments are available for experienced supervisors seeking refresher training, team leaders, and others with human resource and personal management responsibilities.

**Pre-requirements:** It is understood, that supervisors applying for the FAHRM-Blended Learning course are already proficient at OPM basic competency requirements of all professionals in Federal Service. The LEF describes these basic clusters of knowledge, skills, and personal characteristics as: decisiveness, flexibility, interpersonal skills, leadership, oral and written communication, problem solving, and self-direction. (See [www.opm.gov](http://www.opm.gov) for additional information).

**FAHRM-Blended Learning** complies with OPM guidelines and USDA requirement that all supervisors demonstrate competency in the arena of human resources management, defined as: *“ensures effective recruitment, selection, training, performance appraisal, recognition, and corrective/disciplinary action; promotes affirmative employment, good labor relations, and employee well-being”*.

OPM requires of new supervisors additional competencies in key personnel management areas addressed through FAHRM—Blended Learning approach. The course objectives, resources and applications also promote and build skills in: anticipating and seeking to resolve disagreements and complaints in a constructive manner, appropriate uses of negotiation, persuasion, and authority in dealing with others to achieve goals, leading individuals and teams while recognizing the value of cultural, ethnic, gender, and other individual differences, and fostering cooperation, communication, and consensus among groups.

**Note:** Given the variety of individual skill levels in these multiple competency areas, additional developmental needs may be identified and other learning activities required prior to certification of completion of agency required training for supervisors in a probationary period.

Courses will be scheduled for the 1<sup>st</sup> thru 4<sup>th</sup> Quarter for Calendar Year 2005. Dates will be available at a later date.

**Training Sites:** The site for the classroom-based training session will be determined based on the selected applicant's location within each time zone (Eastern, Central, Mountain, and Pacific). Please apply for the session most convenient given your probationary period expiration date and workflow demands.

**Cost:** Tuition is funded by APHIS Training and Development. Travel and per diem is funded by your program.

**Application Procedures:** Use a FAHRM course application, APHIS 601 (<http://www.aphis.usda.gov/mrpbs/non technical training.html>) and fill-in it's entirety prior to forwarding it by e-mail to [Tanya.C.Briscoe@aphis.usda.gov](mailto:Tanya.C.Briscoe@aphis.usda.gov) or via fax at (301) 734-3153. For additional information on application, enrollment, or course administration please contact Tanya Briscoe, FAHRM Program Assistant by e-mail or at (301) 734-5551.

**Point of Contact:** For information on FAHRM-Blended Learning course content or for assistance, please contact Betsy Guardiola, FAHRM Program Manager at [Betsy.M.Guardiola@aphis.usda.gov](mailto:Betsy.M.Guardiola@aphis.usda.gov) or by telephone at (301) 734-8554.

**Program Title:** Managing Performance and Conduct for Experienced Supervisors

**Description:** This highly interactive workshop offers you practical, tangible, and updated tools to enhance your ability to manage various aspects of human resources, with a focus on performance management and conduct. The design includes real-life case studies and role plays, small group interaction, and a variety of other activities to enhance existing skills as well as develop new skills and perspectives. You'll work side-by-side with other experienced supervisors, managers, and team leaders to solve common problems and challenges associated with getting the work done and through others.

Specific objectives you will learn:

- Fundamental aspects of a supervisors Human Resource management responsibilities in the area of performance and conduct;
- How to set and communicate clear and meaningful performance expectations;
- How to motivate employees to achieve higher levels of performance;
- How to raise and address performance and conduct issues with employees through effective interpersonal communication skills;
- Information on the applicable laws, regulations, and APHIS practices and policies;
- How to assess performance and prepare for and conduct effective performance appraisal discussions;
- How to effectively manage conflict and promote a safe work environment;

**Course Length, Dates, and Locations:** The course is 32 hours and will be held twice a year. Dates and Locations are to be determined and announced. Additional courses can be arranged on a requested basis for groups of 20-25.

**Cost:** Tuition is funded by the Employee Services Division, Training and Development Branch. Travel and per diem are funded by participant's program. There is a cancellation fee applied to cancellations occurring within the last week prior to the course.

**Enrollment Procedures:** Enroll by calling Christopher Speight at (301) 734-5219 and faxing a signed SF-182 to (301) 734-3153.

**Point of Contact:** For more information, contact Linda Story of the Training and Development Branch at (301) 734-5732.

## **Section II: Leadership, Management and Executive Development**

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## Section II

### Leadership, Management and Executive Development

**Program Title:** The Advancing Leader Program (TRACK I)

**Description:** This program is designed to identify high potential employees who show the desire and ability to move up into higher level leadership positions. The program will develop a cadre of employees at the GS-7 through GS-11 grade level or equivalent, requiring approximately 12 months to complete. The program components consist of:

- Participate in assessments, classroom and on-line training;
- Work with a personal coach;
- Complete a 2-week developmental assignment;
- Participate in a 1-week shadowing assignment;
- Work closely with APHIS management on current agency issues;

**Target Audience:** Permanent Full-time APHIS employees, GS-7 through GS-11, who has not already participated in a long-term leadership development program, within the past 5 years.

**Course Length and Locations:** This is a 12 month program. Specific session locations will be selected on the most cost effective basis considering the participants and other factors.

**Cost:** Related travel and perdiem expenses will be paid by the participant's program areas.

**Enrollment Procedures:** Submit application package to: APHIS Leadership Development Program Manager, Unit 24, 4700 River Road, Riverdale, MD 20737.

**Geographic Mobility:** Participants should consider the benefits that mobility can bring such as broader experience and increase advancement opportunities.

**Point of Contact:** For more information, contact David Foley at (301) 734-4949 or Christina Taylor at (301) 734-4973.

## Section II

### Leadership, Management, and Executive Development

**Program Title:** APHIS Leadership Development Program (TRACK II)

**Description:** This program is a vital part of the strategic workforce planning goals of the agency. The primary purpose of the program is to provide the agency with a cadre of employees at the GS-12 through 14 grade level or equivalent, who have a solid training and development foundation in leadership and management competencies and who have an interest in pursuing future APHIS leadership positions. The program will take approximately 18 months to complete. The program components consist of:

- Participate in individual assessments;
- Formal classroom training;
- Work with a personal coach;
- Work with a mentor;
- Complete at least one Experimental Learning Project;
- Work closely with APHIS management on current agency issues;

**Target Audience:** Permanent Full-time APHIS employees, GS-12 through 14, who has not already participated in a long-term leadership development program, within the past 5 years.

**Course Length and Location:** This is an 18 month program. Specific session locations will be selected on the most cost effective basis considering the participants, trainers, and other factors.

**Cost:** Related travel and perdiem expenses will be paid by the participant's program areas.

**Enrollment Procedures:** Submit application package to: APHIS Leadership Development Program Manager, Unit 24, 4700 River Road, Riverdale, MD 20737.

**Geographic Mobility:** Participants should consider the benefits that mobility can bring such as a broader experience and increase advancement opportunities.

**Point of Contact:** For further information, contact David Foley at (301) 734-4949 Christina Taylor at (301) 734-4973.

## Section II

### Leadership, Management and Executive Development

**Program Title:** *7 Habits of Highly Effective People*

**Description:** This is the highly acclaimed, ever-popular training based on the book by Dr. Stephen R. Covey, by the same title, which teaches 7 common habits of people who are highly effective in both their personal and professional lives. This training provides an incremental, sequential, and integrated approach to developing personal and interpersonal effectiveness. This course is **not** a quick fix; rather it teaches a process, which if followed and practiced over a long period of time, will lead to tremendous results on and off the job. In some cases it will require life-changing steps to be taken and in others it will require only small improvements to be made, for significant gain. Specifically, the 7 Habits will:

- Foster courage to take risks and accept new challenges to achieve goals;
- Bring projects to completion and unite teams, work groups, and organizations under a shared vision, mission, and purpose;
- Promote getting the most important things done first, not just the most urgent things;
- Facilitate conflict resolution and help individuals to seek mutual benefits;
- Promote improved communications, leading to more successful problem-solving;
- Ensure greater “buy in” from group members and leverage the diversity of all people in order to increase levels of effectiveness; and
- Promote continuous personal improvements;

**Target Audience:** All employees will benefit from this training. It is most appropriate for supervisors, managers, and executives and for those working in groups, teams, and those needing to be successful in their interpersonal interactions.

**Course Length, Dates, and Locations:** 3 ½ days. Specific locations and dates will be determined based upon program request.

**Cost:** Tuition costs of \$350 per participant, as well as travel and perdiem, are funded by participant's program. This tuition cost compares to a cost of \$ 1,200 should this course be taken from a source other than APHIS.

**Enrollment Procedures:** Specific enrollment dates will be given, with deadlines, approximately 2 months before each scheduled course. Each person would need to complete a training form, SF-182 (copies 2, 3, and 7) and forward them to Tanya Briscoe, APHIS, ESD, Unit 24, or fax them to 301-734-3153. Course enrollments are limited in numbers and tend to fill up quickly.

**Point of Contact:** For more information, contact Tim Blackburn, ESD, at (301) 734-4949.

## Section II

### Leadership, Management, and Executive Development

#### Office of Personnel Management (OPM) Courses:

The Office of Personnel Management offers a wide variety of leadership, managerial and executive development course throughout the year and at various locations across the U.S. These include such courses as:

- Seminar for New Managers: Leading People
- Management Development Seminar: Leading Organizations
- Executive Development Seminar: Leading Change
- Leadership Potential Seminar
- Supervisory Leadership Seminar
- Maximizing Human Capital in the 21<sup>st</sup> Century
- National Policy Seminars
- Alternative Dispute Resolution
- Developing Customer-focused Organizations
- Developing High Performing Teams
- Dynamics of Public Policy
- Executive Forum on Current Issues
- Federal Budgetary Policy and Processes
- Government Performance and Results
- National Security Policy
- Science, Technology, and Public Policy, and many, many more

In order to see a complete listing of available courses, locations, dates, and costs, you can access the OPM webpage by clicking on <http://www.opm.gov/leader/intro/index.htm>

## Section III: Workforce Diversity & Civil Rights Training

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\*Found in "Special Interests" Section

Note: Other applicable courses are also found in the E-Learning Section

## Section III

### Workforce Diversity and Civil Rights

**Program Title:** USDA Mandatory Civil Rights Training—Cultural Diversity

**Description:** Each year all USDA employees are required to receive annual Civil Rights (CR) training. This year's required topic is Cultural Diversity. There are two options you may consider when fulfilling the mandatory CR training requirement:

1. The video program entitled "Just be F.A.I.R.: A Practical Approach to Diversity in the Workplace" and "F.A.I.R. in Action" which applies the F.A.I.R. approach to real-life workplace situations. The videos are available on a first come, first served basis and are available for APHIS-wide use. Therefore, adequate notification is necessary when requesting the video program. We request that you return the videos when training is complete so they may be circulated throughout the organization. Please use the furnished sign-in sheets that will accompany the videos and return them, as we track participants in our database.
2. Online training is also available through the Department's Learning Management System. (Aglearn) replaces the previous Golearn.gov online training offered by OPM. Aglearn allows you to access an abundance of online, easy to access courses, including several diversity courses which will also fulfill this mandatory training requirement.
3. Training and Development is also available to facilitate classroom sessions of 4-8 hours of the Just Be F.A.I.R. Program and Diversity in the Workplace.

**Target Audience:** All employees

**Course Length:** Varies with media

**Cost:** A limited number of licenses will be funded by Training and Development. Additional licenses are available for a nominal fee.

**Point of Contact:** For information on the video and online options, contact David Foley at (301) 734-4949. To schedule classroom training, contact Jean Reese at (301) 734-8657.

## Section III

### Workforce Diversity and Civil Rights

**Program Title:** Diversity in the Workplace

**Description:** This workshop is intended to increase participants understanding of the effects of cultural diversity in the workplace. Use of diversity self-assessments, lecture, models, and learning activities provide opportunities to identify the impact of individual differences in communications, expectations, and interactions. Participants will also develop and practice strategies for maximizing efforts and results towards creating a positive climate for diversity in the workplace.

**Target Audience:** All employees

**Course Length, Dates, and Locations:** 4-8 hours. Available upon request.

**Cost:** Funded by APHIS Training and Development Branch

**Point of Contact:** For more information, contact Jean Reese, Program Manager at (301) 734-8657.

## Section III

### Workforce Diversity and Civil Rights

**Program Title:** Diverse Teams at Work

**Description:** This workshop is designed to maximize the productivity of diverse teams and make differences among team members a plus, not a minus. The workshop focuses on the human side of teamwork, and on helping teams build common ground, appreciate and capitalize on differences, and overcome obstacles to team development. Learning activities are customized to meet the specific team's need.

**Target Audience:** Intact workgroups or teams

**Course Length, Dates, and Locations:** 2 days. Available upon request

**Cost:** Funded by APHIS Training and Development Branch

**Point of Contact:** For more information, contact Jean Reese at (301) 734-8657.



## Section III

### Workforce Diversity and Civil Rights

**Program Title:** Workforce Diversity

**Description:** APHIS, ESD, TDB facilitates workshops and briefings, provides web-based training opportunities, supports agency diversity councils, and maintains a resource center of training videos, DVD's, and books to support agency-wide Diversity initiatives and activities.

**Target Audience:** All employees

**Cost:** Training and resources are funded by APHIS Training and Development Branch.

**Point of Contact:** For more information, contact Jean Reese, Program Manager at (301) 734-8657.

**PREVIOUSLY MANDATED REQUIREMENTS**

Program Title: USDA Special Emphasis Programs- A Self-Study Guide

Sexual Harassment- A Self-Study Guide, Video, or Online

Introduction to Civil Rights- A Self-Study Guide

**Description:** The courses were mandated in FY 2000-2003 for all APHIS employees. Training is required for new employees and anyone wanting a refresher.

**Course Length, Dates, and Locations:** Self-Study guides, videos, and e-learning courses take about 1 hour to complete.

**Cost:** Funded by APHIS Training and Development Branch

**Point of Contact:** For more information, contact David Foley at (301) 734-4949.

## Section III

### Workforce Diversity and Civil Rights

**Program Title:** Getting to Synergy: The Power of Valuing Differences

**Description:** The importance of embracing and leveraging differences in the workplace is as crucial to performance as reaching goals, meeting deadlines, and controlling costs. This workshop is based on the principle of truly valuing diversity, rather than just tolerating it. It helps us learn how to recognize differences and how to communicate and cooperate to discover solutions that are better than “my way” or “your way”. Specifically, this workshop will help participants discover how to:

- Develop the ability to leverage differences for better results;
- Improve our decision-making, innovation and problem-solving capabilities;
- Apply principles of creative cooperation to discover new possibilities and alternatives;
- Recognizes ones own rich resources available through interacting with others;
- Decrease and resolve personal and organizational conflicts more effectively;

**Target Audience:** All employees will benefit from this workshop. It has been found to be especially useful for various Diversity and EEO Committee members, and others working in environments with considerable diversity.

**Course Length, Dates, and Locations:** 1 day. Specific locations and dates will be determined based upon requests.

**Enrollment Procedures:** Specific enrollment dates will be given, with deadlines approximately 2 months before each scheduled course. Each person needs to complete a training form, SF-182 (copies 2, 3, and 7) and forward them to Tim Blackburn, ESD, 4700 River Road, Unit 24, Riverdale, MD 20737. Course enrollments are limited in numbers and tend to fill up quickly.

**Point of Contact:** For more information, contact Tim Blackburn at (301) 734-4949.

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**Program Title:** Building Trust: The Key to High Performance

**Description:** Trust lies at the very core of all human relations. Improving a work group, an organization, or a family begins at the personal level. This workshop is for anyone who wants to build trust and improve relationships. Trustworthy people, working together, create an environment of trust, and an environment of trust, in turn, empowers people to produce exceptional results. This workshop is designed to produce:

- Increased personal trustworthiness;
- Strengthen relationships and improve communication;
- More cohesive work groups and organizations;
- Decreased functions caused by dysfunctional relationships;
- Increase commitment to the organizations strategy and vision;
- Improved quality of products and services; and
- Drastic reduction/elimination of office infighting;

**Target Audience:** All employees will benefit from this workshop. Those who are working in working groups, teams, and similar situations, and locations where conflicts regularly occur will especially benefit by learning how to be trustworthy and to promote an environment of trust with those with whom they work.

**Course Length, Dates, and Locations:** 1 day. Specific locations and dates will be determined based upon program requests.

**Cost:** Tuition costs of \$ 75 per participant, as well as travel and per diem, are funded by participant's program. This tuition cost compares to a cost of \$150-200 should this workshop be taken from an outside source.

**Enrollment Procedures:** Specific enrollment dates will be given, with deadlines, approximately 2 months before each scheduled course. Each person would need to complete a training form SF-182 (copies 2, 3, and 7) and forward them to Tim Blackburn, APHIS, ESD, Unit 24, or fax them to (301) 734-3153. Course enrollments are limited in numbers and tend to fill up quickly.

**Point of Contact:** For more information, contact Tim Blackburn, ESD, at (301) 734-4949.

**Program Title:** Behavioral Event Interviewing (BEI) Facilitator Training

**Description:** The training covers:

- Background of the BEI technique;
- Overview of the APHIS BEI process;
- BEI Outcomes;
- Facilitator Functions and Responsibilities;
- BEI Practice;

**Target Audience:** This workshop is available for persons needing to be trained on the facilitation of Behavioral Event Interviews (BEI's).

**Course Length, Dates, and Locations:** 2 days. Specific locations and dates will be determined.

**Cost:** There are no tuition costs to participate.

**Point of Contact:** For more information, contact Jean Reese at (301) 734-8657.

### **Program Title:** Career Management

**Description:** The management of one's own career is becoming increasingly important in these times of rapid change. Training and Development can assist individual employees, on a one-to-one basis, or can provide training to small and large groups in all areas of career management. When meeting one-to-one with individual employees this interaction is more intense and focused on the issues affecting one individual's career plans, expectations, and realizations. When done in a larger group setting more general individual/organization needs are:

- Job application/Resume preparation;
- Successful Interviewing (traditional and "BEI" type interviews);
- Career "mapping" (taking more individual control for one's own career);
- Career management (networking, career planning and successfully navigating the "raging waters" of one's career;

**Target Audience:** All Agency employees

**Course Length, Dates, and Locations:** Group training usually can be designed to be done in 2-8 hours depending on the needs of the group. Date and locations dependent upon requests.

**Point of Contact:** Contact Training and Development at (301) 734-4949, to schedule either a one-on-one consultation or to schedule a group training session.

**Program Title:** Intercultural Communication and Negotiation for (Latin America; Asia; and Europe). Intercultural Communication and Capacity Building for Africa

**Description:** These courses build a framework for employees understanding their own culture and how their personal styles are similar and/or different to the cultures of the countries represented in Latin America, Asia, Europe, or Africa. As a result of these trainings, participants will be better equipped and able to apply the knowledge of the cultures studied to successfully communicate and negotiate with foreign counterparts and officials.

**Target Audience:** APHIS employees preparing to go overseas either on permanent assignment or TDY; employees who work closely with foreign counterparts.

**Course Length, Dates, and Locations:** The Latin American and Asian courses are 4 days in length; The Europe and Africa courses are 2 days. Specific locations and dates will be determined based upon program requests.

**Enrollment Procedures:** Specific enrollment dates will be given, with deadlines, approximately 3 months before each scheduled course. Course enrollments are limited in numbers and tend to fill up quickly.

**Point of Contact:** For more information, contact Christopher Speight, ESD, at (301) 734-5219 or Mary Ellen Keyes, ESD, at (301) 734-6513.



**Program Title:** New ExCEL (Expanding Competencies through Empowerment and Learning)

**Description:** The New ExCEL Program is a competitive learning and skills-building opportunity for the GS-2 through GS-7 administrative and support staff employees of APHIS. This program is designed to:

- Broaden skills;
- Enhance career marketability;
- Improve self-confidence; and
- Meet increasing customer demands

In addition to attending four core modules of training, each participant (with supervisor's agreement) designs an individually tailored learning contract to include a variety of flexible training methodologies such as classroom, on-line Internet, self-study, shadowing assignments, or other developmental opportunities.

**Course Length:** 1 year

**Cost:** Funded by APHIS Training and Development Branch

**Enrollment Procedures:** During program announcement each period, each candidate must complete the New ExCEL application form and submit a one page attachment sheet fully addressing the selection criteria. A selection panel rates each application and appoints a maximum of 20 participants for each class.

**Point of Contact:** For more information, contact Jean Reese, ESD, at (301) 734-8657 or LaJuan Barnes at (301) 734-5817.

### **Program Title:** Planning for Retirement

**Description:** This seminar is designed to provide participants with a detailed understanding of the benefits they are entitled to under the Civil Service Retirement System (CSRS), the Federal Employees Retirement System (FERS), the Social Security and Medicare program, the Thrift Savings Plan, and the Federal employee's health and life insurance programs. In addition, the seminar is designed to develop the planning skills and insights needed to insure a healthy, financially sound and rewarding retirement.

**Target Audience:** The seminar focuses on employees who are within 5-10 years of retirement. However, all MRP employees and spouses are invited to attend, regardless of their length of service.

**Course Length, Dates, and Locations:** 2 days. This course is held every spring in Riverdale, MD, and elsewhere as requested.

**Cost:** \$135 per participant, paid for by the participants program. Spouses can attend at no additional cost.

**Point of Contact:** For more information on enrollment procedures, contact Jean Reese, ESD, at (301) 734-8657.

**Program Title:** Power of Understanding: The Key to Providing Solutions

**Description:** While our existing points of view are very valuable (and usually seem to be the “correct” point of view), because they are formed from our own life’s experiences, they can detract us from more clearly understanding another persons viewpoints. This workshop provides the knowledge and skills needed to avoid these “detours” that come up in our lives dealing with our own set of values and viewpoints. When we don’t clearly understand others, what often occurs? 1) Communication breaks down 2) Trust dissipates, and 3) Productivity declines. All of these negatively affect the way work gets/does not get done. This workshop focuses on the skills needed to:

- Decrease and resolve personal and organizational conflicts;
- Meet important needs and provide the right solutions;
- Increase personal and team/group effectiveness;
- Reduce frustration and misunderstandings;

**Target Audience:** All employees will benefit from this workshop.

**Course Length, Dates, and Locations:** 1 day. Specific locations and dates are determined based upon program requests.

**Cost:** Tuition costs of \$75 per participant, as well as associated travel and per diem are funded by participant’s program. This tuition cost compares to a cost of \$150-200 should this workshop be taken from an outside source.

**Enrollment Procedures:** Specific enrollment dates will be given, with deadlines, approximately 2 months before each scheduled course. Each person would need to complete a training form, SF-182 (copies 2, 3, and 7) and forward them to Tim Blackburn, ESD, Unit 24. Course enrollments are limited in numbers and tend to fill up quickly.

**Point of Contact:** For more information, contact Tim Blackburn, ESD, at (301) 734-4949.

### **Program Title:** Operation Jumpstart II

**Description:** Operation Jumpstart II is a new and improved version of the highly successful Operation Jumpstart Program that ended several years ago. Like its predecessor, Operation Jumpstart II is a headquarters based, 3-phase program including Recruitment, Training, and Placement, which meets the essential skill building needs of new clerical and administrative support employees as they come into the Agency and are assimilated into program vacancies. The program trainees are hired as temporary employees and are then subsequently 'placed' in offices throughout APHIS and GIPSA headquarters offices who request a person from the program.

**Course Length, Dates, and Locations:** The Training and Development Branch will hold 3 classes a year with 8 trainees in each class. Each class will be 12 weeks long, including 8 weeks of classroom training and a 30-day temporary assignment. The program is targeted to begin in the last quarter of FY 2004. Classes will be held in Riverdale, MD.

**Cost:** Programs taking part in this initiative will fund the salary and any subsequent training of employees placed in a vacancy after the initial 30-day assignment.

**Contact Person:** For more information, please contact (301) 734-4949.

### **Program Title:** Recruiters Resources Workshop

**Description:** This workshop fulfills the requirements of Personnel Bulletin No. 330-4 which provides guidance for Agency Recruitment Programs and specifies the required skills and competencies for employees who participate in Recruitment and Outreach activities on behalf of the Department and its agencies.

**Objectives:** At the end of the workshop, participants will:

- Strengthen their knowledge of MRP's mission and functions;
- Understand more completely MRP's recruitment initiatives, recruitment needs and direction;
- Understand more clearly the college-employer relationships and how to work effectively with the various colleges and universities;
- Understand the impact of cultural diversity in the context of recruitment;
- Understand the overall "hiring/employment" systems, programs, and processes, as well as the various student employment programs;
- Strengthen their ability to conduct effective candidate interviews;
- Broaden their knowledge about various kinds of presentations recruiters may make and how to be more successful in these presentations;
- Know how to set up an informative, professionally looking information booth at the recruitment events and effectively conduct recruitment and outreach at such events;
- Know what resources are available to agency recruiters and outreach personnel and how to access them;

**Course Length, Dates, and Locations:** This workshop is 32 hours and will be held twice a year. Dates and Locations are to be determined and announced. The workshop can also be arranged on a requested basis and may be tailored in length and content to meet customer's needs.

**Cost:** Tuition is funded by the Employee Services Division, Training and Development Branch. Travel and per diem are funded by participants program.

**Contact Person:** For more information, contact Jean Reese at (301) 734-8657.

**Program Title:** Support Employees Learning Forum (SELF)

**Description:** The purpose of this program is to provide Headquarters support personnel with learning opportunities that include:

- A core set of training in both technical training (such as correspondence), and interpersonal skills/communication skills (such as team building, maximizing your performance, etc.);
- Individual assessments and feedback;
- Constructing learning contracts;
- Self-Study modules targeted to specific individual needs; and
- Creating team building opportunities and developing more cohesive work groups.

**Target Audience:** Headquarters support personnel currently in GS-2 through GS-7 positions.

**Course Length, Dates, and Locations:** This is an 8 week program. This course is usually conducted once each year, but if demands indicate a need, it can be delivered more often.

**Cost:** \$200 per participant

**Enrollment Procedures:** Contact LaJuan Barnes at (301) 734-5817 to register. There is limited enrollment, so this will be handled on a first come, first serve basis.

**Point of Contact:** For more information, contact LaJuan Barnes at (301) 734-5817 or Jean Reese at (301) 734-8657.

**Program Title:** Staff Officer Training (SOT)

**Description:** “SOT” is an orientation and skill building program for new staff officers. The program is designed to emphasize participant involvement and includes a variety of learning techniques. Specific objectives include:

- Facilitating the new staff officer’s transition from an operational or academic role into one requiring broader perspective and greater breadth of skills;
- Providing knowledge and skills development in the areas critical to the effectiveness of the staff officer;
- Developing and maintaining vital relationships within the staff officer community to support the agency’s mission and;
- Providing opportunities to broaden the staff officer’s view of the agency and its work beyond their specific areas of technical expertise.

**Target Audience:** Headquarters personnel who have been in a staff officer position for fewer than three years. (For this purpose, a staff officer is defined as one in a professional, 2-grade interval series, GS-9 and above).

**Course Length, Dates, and Location:** The course is held once every two years, unless demands indicate more often. Participants must plan on being away from their jobs for approximately 200 hours of training over a 6 month period. All sessions will be held in Riverdale, MD, and the surrounding Washington, D.C. Metropolitan area.

**\*Note:** SOT is currently being re-evaluated to determine if changes made might better benefit APHIS programs. Possible changes could include course length, and participant qualifications.

**Cost:** Cost will be based on the number of participants.

**Point of Contact:** For more information on enrollment procedures, contact Linda Story at (301) 734-5732.

### **Program Title:** Stress Management

**Description:** There is a tendency to think that if “I didn’t have any stress in my life, everything would be okay”. That is a misnomer. Actually stress is a very real and important part of everyone’s life. It is as natural and essential as air itself. The real key is how does one learn to manage the stress, or better said the “stressors”, one experiences in life? Why are some people better at this than others around them? Research has shown that stress tends to increase when one feels less and less “in control” of one’s life. Even though there are many physical and mental techniques that can be used to help relax the body and mind, so that stress is not felt so much, this course takes an “inside approach”, that is, rather than looking at how to manage the things that cause stress, it looks at the individual and examines how he/she looks at life and what responsibility for those things can influence and learning to “let go” of those he/she can’t. It has to do with placing order back into one’s life.

**Target Audience:** All employees will benefit from this workshop.

**Course Length, Dates, and Locations:** The length of this course can be varied to meet the needs of the client. However, it is most successful in a ½ day or full day format, where practice and behavioral change can be attempted. Shorter briefings of 2 hours can be provided as part of on-going meetings, but this is more informational sharing, rather than training. Specific Locations and dates are determined based upon program requests.

**Cost:** There are no costs to participants for this training.

**Enrollment Procedures:** Specific enrollment dates will be given, with deadlines, once requests from client have been firmed. Each person would need to complete training form SF-182 (copies 2, 3, and 7) and forward them to ESD/TDB, Unit 24, in Riverdale, MD.

**Point of Contact:** For more information, contact Tim Blackburn, ESD, at (301) 734-4949.



**Program Title:** What Matters Most

**Description:** This seminar is considered by many to be the premier course of its kind, often referred to as **THE** Time Management Workshop for the business of living. Learn to balance the demands on your time while accomplishing the things **you** truly value. In this workshop the participants will not only learn to understand time management, but also how to recognize and express his/her most important goals and values and integrate them into his/her short and long term planning. Specifically, immediate results will occur in:

- Improving work performance and in one's personal life becoming more effective;
- Creating a more healthy balance between one's personal and business life;
- Identifying and accomplishing things according to value, not urgency;
- Reducing stress and the feeling of "overload";
- Gaining more confidence in one's ability to get things done;
- Finding lower-term solutions rather than quick-fix remedies; and
- Becoming more focused while minimizing distractions;

This training includes learning to use the world renowned time management tool, The Franklin Planner. Developing one's ability to use the planner (or suitable alternative) to its full potential is an important part of this workshop.

**Target Audience:** All employees

**Course Length, Dates, and Locations:** 1 day. Specific locations and dates will be determined based upon program requests.

**Cost:** Tuition costs of \$150 per participant, as well as travel and perdiem, are funded by the participant's program. This tuition cost compares to a cost of \$300 should this course be taken from an outside source.

**Enrollment Procedures:** Specific enrollment dates will be given, with deadlines, approximately 2 months before each scheduled course. Each person would need to complete a training form SF-182 (copies 2, 3, and 7) and forward them to Tanya Briscoe at (301) 734-5551, Unit 24, or fax them to (301) 734-3153. Course enrollments are limited in numbers and tend to fill up quickly.

**Point of Contact:** For more information, contact Tanya Briscoe, ESD, at (301) 734-5551 or Tim Blackburn, ESD, at (301) 734-4949.

## Section VI

### Special Interest

**Program Title:** Change/Transition Management

**Description:** This short workshop provides a model for a better understanding of change which occurs in our work and personal life. Participants identify change events and discuss better ways to perceive and cope with everyday changes and become a change leader instead of change resistor.

**Course Length, Dates, and Locations:** ½ day. Specific dates and locations will be determined based upon program requests.

**Cost:** There is a nominal fee for course materials.

**Point of Contact:** For more information, contact Jean Reese at (301) 734-8657.

## Section V: E-Learning

E-Learning (Web Based Training).....	5.1
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**Title:** Web Based Training

**Description:** The Training and Development Branch offers the opportunity for web based training to all APHIS employees. Through an agreement with OPM APHIS has licensing agreements with SkillSoft Corporation for the combined library of course titles. This library consists of nearly 2,000 professional, business, and IT related courses. The general curricula include:

- Management
- Leadership
- Team Building
- Web Design
- Communication
- Project Management
- Customer Service
- Operating Systems and Server Technologies
- Finance/Accounting
- MS Office XP for end users
- Strategic Planning
- IT Professional Skills
- Human Resources
- Administrative Support
- Internet and Network Technologies
- Software Development

These curricula are built on content and design structured with simplicity and focused on results. Many of the courses offer simulations and exercises that reinforce the objectives of the given module. All courses provide both pre-assessments and mastery assessments (75% or better necessary for completion). Modules are 508 compliant and are equipped with optional audio to enhance the learning experience. Finally, job aids are available for each course simply by printing from the menu provided. Access to this library is the USDA Learning Management System, AgLearn.

**Target Audience:** Full range of APHIS employees

**Cost:** No cost to employee (licenses purchased by Training and Development Branch)

**Enrollment Procedures:** Employee must have access to AgLearn in order to access the SkillSoft library of courses. Please see contact information to obtain licensing for this library.

**Point of Contact:** For more information, contact Paul Silverio at (301) 734-3766 or by e-mail at [paul.w.silverio@aphis.usda.gov](mailto:paul.w.silverio@aphis.usda.gov).

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## Section V

## E-Learning

**Title:** Web Seminars

**Description:** The Training and Development Branch offers live web-based seminars in a variety of subjects. These events usually are presented with a subject matter expert and a facilitator from the Training and Development Branch. The web-based seminars closely approximate the experience of a classroom but allow the participants to access that instruction from any computer with web connection and a separate telephone line. Participants are encouraged to ask questions and present experiences related to the subject in real time with immediate responses and results. The list of web seminars is currently focused on the policies and procedural information needed by new supervisors to successfully meet OPM competency standards. These include:

- Pay, Leave and Compensation Issues
- Time and Attendance Issues
- Position Management and Classification
- Staffing, Recruiting, and Hiring
- Safety, Health, and Wellness
- EEO

Additionally, the Training and Development staff is available to plan and facilitate web seminars for those needing assistance in this method of delivery. Review of presentation materials, simple on-line techniques and consultation are available through the Training and Development Branch. A facilitator may be able to assist with the presentation on the day of the event.

**Target Audience:** Scheduled events for Probationary Supervisors (FAHRM). General APHIS population should contact for coordination and facilitation of specific web seminars.

**Cost:** No cost to employee for FAHRM events. FTS2001 contract rates through MCI for individual custom seminar pricing.

**Enrollment Procedures:** See FAHRM for regularly scheduled web seminars.

**Point of Contact:** For more information, contact Paul Silverio at (301) 734-3766 or by e-mail at [paul.w.silverio@aphis.usda.gov](mailto:paul.w.silverio@aphis.usda.gov).

## Section VI: Other Services & Programs

### Program Management: Consultation and Advisory Services

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APHIS Assessment Program.....	6.6
Performance Improvement.....	6.6
Customer Service Training.....	6.7

### Program Title: APHIS Science Fellows Program

**Description:** Under the direction of the APHIS Science Fellows Program committee, ESD/TDB administers this agency wide program which is designed to hire and place highly qualified post doctoral candidates into projects of high priority to the agency. Each year the Administrator funds a certain number of projects (usually between 3-5), which have been selected from a large number of scientific project proposals submitted from the various APHIS programs. These proposals are reviewed by the APHIS Science Fellows Committee, who in turn recommends several to the Administrator for approval. Once the projects have been selected and approved the recruitment process begins to find highly qualified post doctoral candidates who are training to do the work described in the project. Each project can last for a minimum of two years, with yearly renewals, not to exceed a total of 4 years on the project.

**Point of Contact:** For more information, contact Mary Ellen Keyes, at (301) 734-3513 or Tim Blackburn, at (301) 734-4949.

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### Program Title: AgLearn

**Description:** AgLearn is the USDA department-wide learning management system. It is designed to facilitate tracking of a comprehensive range of information needed to manage employee development effectively. The system manages all aspects of training within each agency as well as across the department. AgLearn allows USDA employees to search for available training, launch online courses, and record completed training. AgLearn is one of the USDA eGovernment strategic initiatives and directly supports the Presidential eGovernment initiative for e-Training. USDA employees and USDA partners will use AgLearn to search, access, enroll in, and record all training opportunities through the web, any time, any place. Training opportunities on AgLearn will include both online courses as well as instructor-led training. USDA employees will have a record of their training on AgLearn and also can plan their future career development in the system. By using AgLearn, USDA employees will have access 24x7, anytime, and anyplace. Access to AgLearn requires the use of a USDA eAuthentication Employee or Customer Account with Level 2 Access credential (User ID and Password). AgLearn is found at [www.aglearn.usda.gov](http://www.aglearn.usda.gov)

### **Program Title:** Workforce Planning

**Description:** It is becoming increasingly more apparent that at the core of any organization's success is its Human Resources, now called Human Capital by some progressive thinkers, and how effectively they are obtained, developed, employed and utilized. Workforce Planning, when done successfully and in concert with planning for other resources, i.e., financial, material, etc., helps to assure that the right number and kinds of employees are in the right place at the right time, possessing the necessary skills, abilities and knowledge to do the required job. APHIS's Training and Development staff can assist managers in this process once "gaps" have been identified, by helping managers explore options and alternatives for building the necessary skills, knowledge's, and abilities identified.

**Target Audience:** Agency managers and leaders

**Point of Contact:** Each agency program has an identified "service provider" in TDB who is responsible for providing these services to his/her customer. This is the person who can be contacted first. If you do not know who this person is, or if you need additional information, you can call the Training and Development Branch at (301) 734-4949.

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### **Program Title:** APHIS Training Policy

**Description:** ESD/TDB is the designated APHIS office with agency-wide responsibility for developing and interpreting policy information on training related topics.

**Target Audience:** All employees, APHIS wide

**Point of Contact:** For more information, contact Linda Story at (301) 734-5732.



### Program Title: APHIS Coaching Programs

**Description:** Coaching is a planned, face-to-face relationship; the goal which is to improve and/or sustain positive work performance. It is the day-by-day; hands on process of helping employees recognize opportunities to improve their performance and capabilities.

**Point of Contact:** For more information, contact Cindy Pericak at (301) 734-4990.

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### Program Title: Executive Coaching

**Description:** Executive Coaching is a consultative, relationship based service provided by seasoned consultants who serve as advisors and objective sounding boards to senior executives. This type of coaching is intended for leaders who are wrestling with the implications of tough business decisions, who want to develop new strategic insights into how they can better manage the personal dynamics of their responsibilities, or who want to enhance their own development as they face greater obstacles in achieving organizational and personal goals.

**Point of Contact:** For more information, contact Cindy Pericak at (301) 734-4990.

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### Program Title: Organizational Coaching

**Description:** Organizational Coaching represents a comprehensive approach for individuals who face major work challenges and who need to accelerate their learning and development to make substantial changes. It typically encompasses complex personal and organizational issues and multiple skill areas.

**Point of Contact:** For more information, contact Cindy Pericak at (301) 734-4990.

### **Program Title:** Team Development and Training

**Description:** Comprehensive video based, classroom training program develops understanding and skills required to develop and support team effectiveness. The entire program consists of six modules:

- The Team Advantage
- The Basic Principles of Team Work
- Raising Difficult Issues with Your Team
- Playing a Vital Role in Team Decisions
- Keeping Your Team on Course: Tools and Techniques
- Developing Your Team Plans

**Target Audience:** Any intact workgroup or team of people that must cooperate with each other in order to accomplish its work. Highly recommended in conjunction with, or as a follow-up to Team Startup work.

**Course Length, Dates, and Locations:** Arrangements are made upon request. Team assessments are required to identify the strengths and weaknesses of a work unit or team. Assessment results help surface the issues that affect a workgroup or team's performance or morale. Once this is done the work unit can collectively develop action plans to address the issues. Length will vary based on needs and goals.

**Cost:** There is no tuition cost associated with the workshop; there could be a cost per person for workbooks and other course materials.

**Enrollment Procedures:** Arrangements to be made with point of contact

**Point of Contact:** For more information, contact Betsy Guardiola at (301) 734-8554.

**Program Title:** Career Planning/Outplacement Services

**Description:** From time-to-time, individuals may feel “dead-ended” in their careers, or need advise and help in understanding how they can better position themselves facing possible relocation or downsizing that could require employees being displaced in their current positions or locations. When this occurs, either individually or as a work unit, certain services are available to help employees in this transition. These services are in the form of individual counseling or group training and intervention, and are designed to assist the employee(s) in making the required/desired transition as successfully as possible.

**Point of Contact:** For more information, contact Tim Blackburn, at (301) 734-4949.

**Program Title:** APHIS 360 degree Assessment Program

**Description:** The purpose of this service is to help people identify their blind spots and improve their performance.

People who take a professional attitude toward their work want feedback. They want to know what's working and what can be done better or differently. They want to be part of the solutions.

Most people have "blind spots". They don't see themselves as others see them. For this reason, they don't understand the impact their actions have on others. Feedback is essential to improve performance. People need an efficient, vehicle for giving feedback to each other.

Participating in a 360 degree assessment allows people to give and receive confidential and anonymous feedback so the agency can perform at its best.

**Target Audience:** APHIS Supervisors and Managers

**Point of Contact:** For more information, contact Cindy Pericak or Paul Silverio at (301) 734-4949.

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**Program Title:** APHIS Performance Improvement Consulting

**Description:** This service is designed to assist APHIS employees in improving job performance through training and non-training solutions.

Performance Improvement consulting uses a variety of strategies to look more holistically at the work, worker and work environment. The goal of the performance improvement consultant is to identify the factors impacting performance and to recommend interventions that can be helpful in creating productive outcomes.

**Point of Contact:** For more information, contact Cindy Pericak at (301) 734-4990.

**Title:** Customer Service Training

**Description:** The training is based on a customer service video program called “Give Em the Pickle,” which tells us that we’re all in the same business—the people business, no matter what kind of service we provide. The program introduces 4 key principles for achieving outstanding customer service, which are:

1. Service: Make serving others your # 1 priority;
2. Attitude: Choose your attitude;
3. Consistency: Customers return because they liked what happened last time;
4. Teamwork: Commit to teamwork.

**Target Audience:** Appropriate for employees at all levels in the organization.

**Course Length and Dates:** ½ day. This course will be delivered on an “as requested basis”.

**Cost:** Training is funded by the Training and Development Branch.

**Point of Contact:** For more information, contact Elaine Gilbert at (301) 734-5917.